

# **UNIT COHESION**

**“THE BONDING TOGETHER OF SOLDIERS  
AND THEIR LEADERS IN SUCH A WAY AS  
TO  
DEVELOP AND SUSTAIN THEIR  
COMMITMENT  
TO THE UNIT AND THEIR RESOLVE TO  
ACOMPLISH THE MISSION.”**

# BONDING

THE DEVELOPMENT OF STRONG INTERPERSONAL RELATIONSHIPS AMONG SOLDIERS AND BETWEEN THEM AND THEIR LEADERS. A KEY CHARACTERISTIC OF A TRULY COHESIVE UNIT IS THAT BONDING OCCURS IN TWO DIRECTIONS, HORIZONTAL AND VERTICAL.

HORIZONTAL BONDING: “BONDING WHICH IS THE DEVELOPMENT OF MUTUAL TRUST AND RESPECT BETWEEN SOLDIERS.”

VERTICAL BONDING: “THE DEVELOPMENT OF MUTUAL TRUST AND RESPECT BETWEEN SOLDIERS AND THEIR IMMEDIATE LEADERS, AND BETWEEN LEADERS AT VARIOUS LEVELS WITHIN THE ORGANIZATION.”

## **BONDING (Cont.)**

### **COMMITMENT**

**“DEDICATION NOT ONLY TO THE UNIT AND WHAT IT REPRESENTS, BUT TO THE VALUES AND GOALS OF THE NATION AS WELL.”**

### **RESOLVE**

**“THE SHARED DETERMINATION OF SOLDIERS AND THEIR LEADERS TO WORK INTERDEPENDENTLY AND ACCOMPLISH THE MISSION, AND TO SUSTAIN THIS CAPABILITY OVER A LONG PERIOD OF TIME.”**

# **STAGES OF SOLDIER TEAM DEVELOPMENT**

## **STAGE 1: THE FORMATION STAGE (DEPENDENT)**

**THE TIME OF TRANSITION FROM BEING AN INDIVIDUAL TO BECOMING PART OF A TEAM.  
THE FORMATION STAGE HAS TWO STEPS:**

**RECEPTION STEP: THE INTRODUCTION TO THE UNIT.** IN A MILITARY UNIT IT BEGINS WITH A WELCOME LETTER.

**ORIENTATION STEP: THE PERIOD DURING WHICH UNIT STANDARDS AND VALUES, GOALS AND MISSIONS, AND THE UNIT'S HISTORY AND HERITAGE IS LEARNED.** THIS IS WHEN THE SOLDIER BEGINS TO LEARN WHAT IS EXPECTED OF HIM/HER.

## **STAGES OF SOLDIER TEAM DEVELOPMENT**

### **(Cont)**

**STAGE 2: ENRICHMENT STAGE (INDEPENDENT)** THE TIME DURING WHICH A TEAM PROGRESSES FROM ONE INTRA-TEAM CONFLICT TO ONE CHARACTERIZED BY THE DEVELOPMENT OF TEAM COHESION. THE ENRICHMENT STAGE HAS TWO STEPS:

**STEP 1: TRANSITION OF A NEW MEMBER TO AN INDEPENDENT STATE. THIS STEP BUILDS UPON THE FORMATION STAGE.**

**STEP 2: TRANSITION OF THE INDEPENDENT MEMBER TO AN INTERDEPENDENT MEMBER OF THE TEAM.**

**STAGE 3 SUSTAINMENT STAGE (INTERDEPENDENT):** THIS STAGE IS CHARACTERIZED BY ACCOMPLISHMENT OF THE

**IN-CLASS EXERCISE B**

**Question 1: Is there (~~SOLUTION~~) between cohesion at the platoon level and cohesion at the company or staff section level? Use the following table format to present your response.**

Type of Organization	<b>PLATOON</b>	<b>COMPANY</b>
Cohesive Relationships	<b>Interpersonal Relationships</b>	<b>Inter-organizational Relationships (cannot exist without cohesive platoons)</b>
Description of Bonding	<p><b>Bonding is based on mutual trust and respect.</b></p> <p><b>Vertical Bonding:</b> Extends from the individual soldier to the platoon leader. Achieves a bond based on mutual trust and respect.</p> <p><b>Horizontal Bonding:</b> There is a</p>	<p><b>Bonding occurs between key unit leaders and between platoons. Platoons and key leaders trust and respect each other.</b></p> <p><b>Vertical Bonding:</b> Bonding extends from the individual platoons to the company leadership.</p> <p><b>Horizontal bonding:</b> Bonding occurs between similar organizations such as between platoons or sections.</p>
Commitment	<b>mutual assurance that other members of the platoon are competent tactically and technically, reliable, and can be trusted to perform well.</b>	<b>Commitment is to the company mission.</b>
Resolve	<b>Determination to accomplish the platoon mission.</b>	<b>Determination to accomplish the company mission.</b>

EXERCISE B SOLUTION  
**Commitment to the platoon mission.**

## **IN-CLASS EXERCISE B (SOLUTION)**

### **(Cont.)**

**Question 2: What creates the best conditions for the development of a cohesive platoon and company?**

**Platoon and company level:** Tough, challenging training which requires both individuals and subordinate units to rely on each other to accomplish the mission creates the best conditions for the growth of cohesion.

# **FACTORS OF UNIT COHESION**

- **LEADERSHIP**
- **GROUP (UNIT) CHARACTERISTICS**
- **INDIVIDUALS IN THE UNIT**
- **UNIT SOCIALIZATION**
- **UNIT AND INDIVIDUAL GOALS AND OBJECTIVES**
- **UNIT ACTIVITIES**
- **UNIT IDENTIFICATION AND HISTORY**

# ASSESSMENT OF UNIT COHESION

**STEP 1. RECOGNIZING (OBSERVING) AND RECOGNIZING THE SUBORDINATE UNIT AND INDIVIDUAL PERFORMANCE.**

**STEP 2. CLASSIFYING THE PERFORMANCE IN TERMS OF THE FACTOR AREAS OF UNIT COHESION.**

**STEP 3. EVALUATING OR RATING THE ACTIONS OF INDIVIDUALS AND SUBORDINATE UNITS IN TERMS OF THEIR PERFORMANCE IN TERMS OF THEIR CONTRIBUTIONS TO UNIT COHESION.**

## **SITUATION 1**

**2D SQD, 2D PLT DESIGNED A PLT COAT OF ARMS. THE PLT HAD T-SHIRTS MADE AND THE ENTIRE PLT WORE THE T-SHIRT FOR PT.**

# STEPS TO IMPROVE UNIT COHESION:

## (Develop a Plan)

- 1. IDENTIFY THE SPECIFIC FACTOR AREAS OF UNIT COHESION WHICH NEED IMPROVEMENT IN YOUR UNIT.**
  
- 2. ESTABLISH CLEAR GOALS AND OBJECTIVES FOR EACH FACTOR AREA WHICH YOU WANT TO INFLUENCE.**
  
- 3. BRIEF YOUR COMMANDER OR SUPERVISOR ON YOUR FINDINGS, YOUR GOALS AND OBJECTIVES AND SEEK HIS/HER INPUT.**

## STEPS TO IMPROVE UNIT COHESION (Cont.):

### (Develop a Plan)

- 4. BRIEF YOUR SUBORDINATE LEADERS ON YOUR FINDINGS, YOUR GOALS AND OBJECTIVES, SEEK THEIR INPUT, AND INVOLVE THEM IN THE DEVELOPMENT AND IMPLEMENTATION OF THE PLAN TO IMPROVE UNIT COHESION.**
- 5. CONDUCT AN AFTER ACTION REVIEW OF THE EXECUTION OF YOUR PLAN AND MAKE ADJUSTMENTS AS NECESSARY.**